

SECRET

66-4776

7 Nov '66

**MEMORANDUM FOR: Deputy Director for Intelligence**  
**SUBJECT: Subordination and Supervision of**

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these Agency requirements. It is not fitting that IAD assume this function. It is essential that DDI, in consultation with DDP and DDEAT, develop ways to improve controls on requirements levied against IAD. This is more a "departmental" than a "national" matter and the DDI should end D/NPIC responsibility for this. This is made particularly important by the fact that IAD authorities forecast sizable growth largely because of the extent of requirements placed upon them.

4. Removal of IAD from D/NPIC supervision should simplify and streamline the control of IAD. The practice at NPIC has been to reserve solely for the Executive Director and Director all matters pertaining to IAD's administration. All NPIC support offices and the Deputy Director (a DOD officer) are construed as "national" only and hence unable to deal with IAD. Result is a sizable management burden on just two officers and an irate IAD which contends that NPIC support (publication, printing, etc.) is available on a "second priority" basis and only when "national" tasks are not pressing. It is recommended that D/NPIC be relieved of his "departmental" burden and that DDI arrange to pick it up.

5. Over the months ahead, there will be continuing (probably increasing) need to cut down the expense of imagery intelligence publications by revising formats, procedures, reporting frequencies, and by substituting plain for fancy. Traditions and practices at [ ] are such that substantial changes will be difficult to develop. Direct DDI leadership and use of IAD as a model to be emulated within NPIC and elsewhere in the PI community will be of substantial benefit.

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6. Likewise, over the months ahead, the Agency will want to use IAD to keep the military PI units as objective as possible. The JIIRG-proposed tasking plan, with its assignment of national tasks

in accordance with departmental responsibilities, could result in biased imagery intelligence reporting by "national" producers. CIA's IAD, with no ax to grind, can be employed quietly to guard against this. This is both delicate and important and can be accomplished better and cleaner under DDI direction. It should not be a concern of D/NPIC.

7. A change in subordination of IAD from D/NPIC to DDI would meet with DIA's hearty approval. This, in itself, is hardly grounds for making the change, but the change will help in our mutual relations with DIA. As you know, DIA maintains separate command of its departmental PI offices and believes it simpler and more logical that D/NPIC not have to concern himself with IAD.

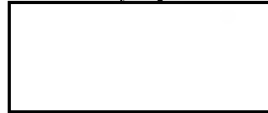
8. A change in IAD subordination brings certain problems for which DDI must find solutions. One, as covered above, is how to regulate and prioritize Agency-wide imagery requirements. At present, a small staff in IAD deals with requirements and, without substantial control from above in NPIC, determines whether IAD or PAO, the national element of NPIC, will do the job. This, of course, must be changed.

9. Second, there is the question of rotation of imagery interpreters. Much is made (I personally am convinced) of the view that the imagery effort draws strength from NPIC practice of rotating CIA PI's between IAD and PAO. NPIC experts agree that an interpreter is better at first and second phase (preliminary) readout if he is familiar with third phase (detailed) readout techniques, and vice versa. [redacted] does not agree, however. He has a number of heartfelt reasons and is on record (in writing to the DDCI) that the PAO effort may suffer as a result of our rotation policies. The Agency should reach agreement one way or the other with [redacted] on this point.

10. Third, in the interests of economy, IAD should remain in [redacted] and the DDI should undertake to secure DIA and NPIC agreement that IAD

is to obtain the services of NPIC support as required. This is not easy. DIA may well ask for similar support for some of its departmental work; NPIC will almost certainly argue that it cannot meet IAD needs, in addition to "national" tasks, without substantial increases in funds and personnel.

11. Fourth is the matter of the location of IAD within DDJ. I am not too familiar with DDJ organization and your preferences, but I would suggest OCR as keeper of the seal. OCR has experience with matters of common concern to various Agency components. And, OCR has a deputy chief who is very familiar with imagery interpretation and IAD.



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